

THE FOLLOWING DOCUMENTS
ARE ATTACHED:
(Please do not remove)

ER 3704X 88

PAO 0401 88

ER 3704/1 88

SUBJECT:

CENTRAL INTELLIGENCE AGENCY

OFFICE OF THE DEPUTY DIRECTOR

5 December 1988

STAT

NOTE FOR:

PAO

Rm. 1016 Ames Bldg.

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Here is the National War
College book. Mr. Gates did not
use a formal text; spoke from notes
only.

Thanks!

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P-310-1R

30 November 1988

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: William M. Baker
Director, Public Affairs Office

SUBJECT: Arrangements to Address the National War College

1. This is background information for your address of the National War College class of 1989 on Monday, 5 December from 1:30 - 3:00 p.m. in the National War College Building (Building 61), Arnold Auditorium, at Ft. McNair. Phone: 475-1842 or 475-1935.

25X1 2. Arrangements for Your Address at the National War College: You are asked to be at the entrance of the National War College Building at 1:15 p.m. where you will be met by Course Director Dr. Albert C. Pierce and Agency faculty member [redacted] who will escort you to Rear Admiral John F. Addams' office for coffee. Admiral Addams served a three-year tour as commander of the Mideast Force in the Persian Gulf --July 1983 to July 1986-- prior to his present assignment as commandant of the National War College. In addition, State Department faculty member Ambassador Clyde Taylor and Dean of Faculty Colonel Roy Stafford (USAF) will attend. (See tab for biographies.) At approximately 1:25 p.m. you will be escorted to the auditorium. Your classified remarks are scheduled to begin at 1:30 p.m. and the suggested format is 30 minutes of remarks on "The Relationship Between the Policymakers and the Intelligence Community", followed by a short break, then 45 minutes of questions and answers. [redacted] will introduce you and moderate the Q & A session. A podium and microphone will be on stage. Arrangements will be made for the auditorium to be swept prior to your speech. DCI Security will tape your remarks for the Agency's historical files.

25X1

25X1 3. Audience: Approximately 170 US military and federal civilian personnel will attend. Your address will be a closed session and all attendees will have TOP SECRET clearances; however, not all have compartmented clearances. Foreign officers attending the College will not be allowed in the session. [redacted]

25X1

~~CONFIDENTIAL~~

4. Background: The National War College is the senior US military school and is run jointly by State and Defense. The student body is divided into four equal parts: army, air force, sea service, and civilian. (See attached catalog.) This year's course is broken up into five segments which are:

- Unit I War and Diplomacy
- Unit II Art of War--Classical Strategy
- Unit III National Security Decisionmaking
- Unit IV Geostrategy in the International Environment
- Unit V US Defense Policy and Military Strategy

Case studies in the course have included the 1979 Soviet Combat Brigade in Cuba and the final months the Shah was in power in Iran. In the next months the class will study the US response to the Soviet shooting down of KAL flight 007.

In the past month General Brent Scowcroft and former Secretary of Defense Harold Brown addressed the class and Bill Colby will be speaking to the class on "Ethics and the Public Official" several days after your appearance.

Your speech will be one of the highlights of the American Policymaking Process segment of Unit III on National Security Decisionmaking. You are requested to address two subjects: 1) The relationship between the Intelligence Community and senior national security policymakers. What kinds of problems arise, and what sorts of pressures are brought to bear on the Intelligence Community as it seeks to provide accurate, timely, and useful information and analysis to those policymakers? 2) The problems of coordinating collection and analysis among the many intelligence agencies in the US Government. Can too much coordination obscure important differences within the Community, and what problems can that cause for senior policymakers?



William M. Baker

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CONFIDENTIAL

PAO 88-0401

25X1 Distribution:

25X1 1 - DDCI [redacted]

25X1 1 - FR [redacted]

25X1 1 - [redacted]

1 - [redacted]

1 - D/PAO

1 - PAO Registry

1 - PAO Ames

1 - MED(Subject)

1 - Jean

1 - DCI Security

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William M. Baker

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CONFIDENTIAL

EXECUTIVE SECRETARIAT**ROUTING SLIP**

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI		X		
3	EXDIR				
4	D/ICS				
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/OCA				
14	D/PAO	X			
15	D/PERS				
16	D/Ex Staff				
17					
18					
19					
20					
21	<i>ER file</i>				
22					

SUSPENSE

Date

Remarks

STAT

ER 88-3704X

Executive Secretary

21 SEP 88

Date

2427 (10-81)



NATIONAL DEFENSE UNIVERSITY

NATIONAL WAR COLLEGE
WASHINGTON, D.C. 20310-0000

SEP 9 1988

REPLY TO
ATTENTION OF

Office of the Commandant

The Honorable Robert M. Gates
Deputy Director of Central Intelligence
Washington, D. C. 20505

Dear Dr. Gates:

I am very pleased to learn from Dr. Albert C. Pierce of our faculty that you have agreed once again to address the students and faculty of the National War College. Your lecture on the relationships between policymakers and the intelligence community is scheduled for Monday, December 5, 1988, from 1:30 to 3:00 p.m. We would ask you to speak for about 30 minutes, after which we will take a short break, followed by questions and answers until 3:00. Your presentation here in December 1986 was enormously successful, and we would be most pleased if you would address the same issues you did then.

As you know, the National War College has a well-established and faithfully observed policy of holding all remarks by our guests in strictest confidence; we hope you will feel free to speak with complete candor.

The enclosed form will provide the needed information for the administrative support of your visit. Please indicate your decisions and return it at your earliest convenience. I would also appreciate it if you would send us a copy of your current biography so that we can acquaint the student audience with your experience and background.

Dr. Pierce will continue to be in touch with you regarding the specifics of your presentation. Please do not hesitate to call him at (202) 475-1935 if you have any further questions.

We look forward to welcoming you back to the College on December 5.

Sincerely,

J. F. Addams
Rear Admiral, USN
Commandant

Enclosures



METROPOLITAN AREA

SPEAKER PRESENTATION INFORMATION

NAME: The Honorable Robert M. Gates

TIME, DAY, DATE: 1330-1500, Monday, December 5, 1988

TITLE/TOPIC: The Relationships Between Policymakers and the Intelligence Community

PLEASE TRY TO ARRIVE AT NWC TWENTY MINUTES PRIOR TO PRESENTATION.

PLEASE ANSWER ALL OF THE QUESTIONS BELOW AND RETURN THIS FORM TO THE OFFICE OF THE DEAN OF FACULTY AND ACADEMIC PROGRAMS AS SOON AS POSSIBLE. PLEASE INCLUDE A BRIEF BIOGRAPHY OF YOUR EDUCATIONAL BACKGROUND, PRESENT POSITION, MOST RECENT FORMER POSITIONS AND PUBLICATIONS, IF APPLICABLE. AN ENVELOPE IS ENCLOSED FOR YOUR CONVENIENCE.

1. Will you be using visual aids in your presentation? _____ If affirmative, please indicate type: _____

2. What will be the classification of your lecture:

UNCLASSIFIED _____ CONFIDENTIAL _____ SECRET _____ TOP SECRET _____

3. Do you object to properly cleared visitors and/or foreign officers attending NWC at your presentation? _____

4. Reimbursement and honorarium: The sum of \$ n/a is proposed as reimbursement for your valued assistance to the College. This amount includes governmental limits for transportation costs and a modest honorarium of \$ n/a. For U. S. government employees, only travel will be reimbursed.

IF THIS ARRANGEMENT IS ACCEPTABLE, PLEASE INITIAL: _____.

(Signature)

NWC FORM 9